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New name, other changes mark 2007





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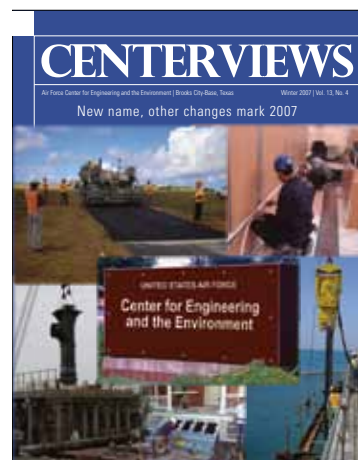
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Suggestions and criticisms are also welcome.

Transformation brought AFCEE a new name, among other changes. Although no longer the Air Force Center for Environmental Excellence, agency officials emphasize that excellence remains part of the AFCEE identity.



Editor's Note:

On this page, in every issue of *CenterViews*, there is a disclaimer stating that even though this is an authorized government publication, its contents do not necessarily represent the views of the Department of Defense or the Air Force. It states, also, that: "Reference to any commercial product or firm does not imply endorsement by the U.S. government or any of its agencies."

Those statements, however, are in the masthead (see left), in small print, so that only the most voracious readers or people with extremely good vision would even notice them.

As a government publication *CenterViews* is not allowed to run commercial advertisements, nor can it endorse or advocate for any particular contractor, vendor or product – or even appear to do so.

CenterViews stories, however, often contain the names of firms or people that are doing particular projects for AFCEE. The Center has an exemplary professional relationship with its contractors, and it would seem odd if this publication did not give the names of those firms doing Air Force work not only in the United States but also in such distant and dangerous places as Iraq and Afghanistan.

At the same time, however, we have to be careful not to cross the line that separates acknowledgement for good work from advertisement. It appears, though, that we may have done that in the fall issue.

In a story with the headline "Rent collection made easy," the author writes about the Military Assistance Company, a Kentucky firm that collects and processes rental receipts for privatized housing.

In highlighting some of the benefits of using MAC's services, the author may have unintentionally given the impression that this is a company or process that AFCEE recommends for all privatized housing programs or that there are not other firms in the marketplace that offer similar work.

We apologize to our readers for the error and promise to be more sensitive to this type of issue in the future.



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Lead the LEED or change our name

By Dennis Firman
AFCEE director

Names and labels send a strong signal. They either pique people's interest or turn them off as soon as they hear them.

I personally realized this when I heard the label "red zone meeting," which refers to the gathering a construction team holds when a project is heading toward completion.

On the other hand, almost everybody knows that in football red zone is when the offensive team advances inside the 20-yard line.

To score in the red zone, players on offense have to understand and execute their respective roles to perfection. In a construction red zone meeting, we huddle and develop a strategy that allows us to finish on schedule. For this to happen, everyone at the meeting must understand his or her part and execute it with vigor – to completion.

At the Air Force Center for Engineering and the Environment, "Air Force" is part of our name. We are an Air Staff-level organization with the responsibility for providing products and services to the entire Air Force – and beyond when called to do so.

We have the responsibility of representing the department to other federal agencies and industry in a professional and authoritative manner.

The word "center," as Webster defines it, refers to an organization as "a place of concentrated activity or influence." I would like to take out the word "or" and replace it with "and": AFCEE should be "a place of concentrated activity and influence."

The legacy of the Air Force Center for Environmental Excellence was truly that – one of excellence. Its mission statement said that the agency's purpose was to provide the "comprehensive expertise and professional services necessary to protect, restore and sustain the nation's environment and installation resources."

Now with the name change we have the unique opportunity to build buildings, pavements and utility systems that are friendly to and complement the environment.

Engineering is defined as the application of scientific and mathematical principles to practical ends such as the "design, construction and operation of efficient and economical structures, equipment and systems." Focus on



Dennis Firman

the "efficient and economical" part of the definition.

As we combine the environmental and construction missions we are now charged with the "design, construction and operation of efficient and economical structures, equipment and systems that protect, restore and sustain the nation's natural and built infrastructure."

The expansion of the existing Air Force Sustainable Design and Development Policy that our boss, Maj. Gen. Del Eulberg, signed on July 31, 2007, mandates that "beginning in FY09, 100 percent of each major command's MILCON vertical construction projects with climate control shall be designed so that (they are) capable of achieving LEED (Leadership in Energy and Environmental Design) Silver certification."

It is in the name the Air Force Center for Engineering and the Environment that we are charged with – and must assume – the leadership role for fully implementing LEED construction for the Air Force.

In President Bush's State of the Union address last year, he said: "Extending hope and opportunity depends on a stable supply of energy that keeps America's economy running and America's environment clean. For too long, our nation has been dependent on foreign oil. And this dependence leaves us more vulnerable to hostile regimes and to terrorists who could cause huge disruptions of oil shipments and raise the price of oil and do great harm to our economy."

When you look at the environmental, design, construction and operations expertise already in place at AFCEE, you see that we are front-loaded to spring forward and lead the Air Force and the nation toward a sustainable environment.

We need now only to meld the engineering and environmental mission to become the Air Force Center for "concentrated activity and influence" in the area of sustainable construction.

With our resident expertise and mission focus on engineering and the environment we need to become our own LEED certifier.

We can and must "Lead the LEED" for the Air Force and the nation. The charge to "Lead the LEED" directs the established environmental mission and the new construction mission of AFCEE toward the common vision of building a sustainable Air Force and nation. □

Change, achievement mark 2007

A FCEE underwent not just reorganization but a complete transformation in 2007, taking on a new name, a new structural look and a new director and executive director.

Called the Air Force Center for Environmental Excellence since its inception in 1991, AFCEE retained its acronym but in the summer became the Air Force Center for Engineering and the Environment.

The name reflects AFCEE's new role as the manager of the Air Force's military and housing construction and environmental restoration programs.

The Center reconfigured itself to accommodate its new role and growth in staff. Directorates changed their names and became divisions and regional management offices were created to support the major commands in the United States and overseas.

Senior management changed also as Paul Parker, AFCEE director for the past four years, left for a new job as deputy to the Air Force Civil Engineer in Washington. He was succeeded by Dennis Firman, who came over from Air Combat Command Headquarters at Langley Air Force Base, Va.

AFCEE's new executive director and military commander, Col. Keith Yaktus, came from McChord Air Force Base, Wash., where he was commander of the 62d Mission Support Group.

In other areas, AFCEE continued to play a key role in the Global War on Terrorism through its support of projects in Southwest Asia.

In fiscal year 2007 AFCEE awarded \$1.04 billion for work in Iraq, with \$427 million still pending for such



Military construction projects completed by AFCEE in 2007 included this C-17 hangar at Hickam Air Force Base, Hawaii.

projects as detention centers, border forts, police stations and construction of water wells and storage tanks.

Since awarding its first Iraq contract in 2004, AFCEE has managed projects in the country totaling \$4.3 billion. This year, AFCEE deployed seven civilians and four military members to the area. To date, work has been completed on 115 battalions, 34 brigades, and 11 divisions of the Iraqi army, as well as eight military training schools and 264 police stations.

In addition to the work in Iraq, AFCEE awarded \$263 million in fiscal year 2007 for projects in Afghanistan with \$27 million pending for award of additional task orders. Projects included the build-out of the Kabul International Airport and Kabul Military Training Center with air detachments at Kandahar and Shindand.

AFCEE also saw its work extend to other countries in the region, awarding projects valued at \$75 million in fiscal year 2007 in Kuwait, Qatar, Oman, Saudi Arabia, Kyrgyzstan and the United Arab Emirates.

Military construction projects elsewhere included a new C-17 hangar at Hickam Air Force Base, Hawaii, and major runway repairs at Hill Air Force Base, Utah; Andersen Air Force Base, Guam; and Grissom Air Reserve Base, Ind. The latter installation has, at 14,000 feet, one of the largest runways in the Air Force.

In partnership with the U. S. Army Corps of Engineers, AFCEE installed outfall pumps in New Orleans canals so that storm water is transferred to Lake Pontchartrain, preventing disastrous flooding in the event of future

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The Hill Air Force Base, Utah, runway undergoes repairs.

AFCEE combines housing and military construction missions

As a result of the recent AFCEE transformation, project management for Air Force Military Family Housing and non-MFH military construction, or MILCON, execution now will be conducted under one roof.

The Housing and regular MILCON Branch of the Capital Investment Execution Division combines what were once two separate functions into “one integrated workforce,” said Ben Kindt, Housing and MILCON Execution Section chief.

Privatization of military family housing remains a separate AFCEE program.

He explained that previously, MILCON projects were executed in several of the AFCEE execution divisions, sometimes alongside environmental restoration work. “We had project managers leading the projects who were not dedicated MILCON specialists,” he said. “The project managers were supporting particular bases, and MILCON may have been one of the many projects (that was part of that support).”

With all the MILCON resources combined in one organization, project managers who are specialists in that field are able to focus exclusively on their customers’ military construction work.

Also, “our customers will have one-stop shopping when it comes to servicing their MILCON projects cradle-to-grave,” said Mr. Kindt. “The tools and resources to support their efforts will be at their disposal.”

In addition to the resources available at AFCEE headquarters, the Center has established project offices to provide services in regions throughout the world.

“We still manage projects worldwide, from Japan to the UK,” said Mr. Kindt.

The offices are located at Andrews Air Force Base, Md., which supports the national capital region; Hickam Air Force Base, Hawaii, which provides support to Pacific Air Command bases; and Ramstein Air Base, Germany, which will work with United States Air Forces in Europe installations.

With a staff of 12 people, including contractor personnel, the Hickam office is the largest of the three. It will support American bases in Japan, Korea and Andersen Air Force Base on Guam.

The offices allow AFCEE to maintain a presence in the various regions, making access to the bases easier and saving time and travel expenses. “The goal is to be more responsive

to the customer,” said Michael Prazak, Housing and MILCON Execution Branch chief.

Additionally, AFCEE’s presence gives Air Force customers another choice of agents to execute their MILCON projects. Currently, AFCEE is planning to be the execution agent for 5 percent of the Air Force’s total MILCON requirement.

“The goal is to be more responsive to the customer.”

Michael Prazak
Housing and MILCON
Execution Branch chief

Mr. Prazak added that the Air Force leans toward the design-build approach, which is a streamlined construction project delivery method available through AFCEE’s Heavy Engineering, Repair and Construction, or HERC, contract.

Under this concept, one entity does both the design and construction work instead of two different firms providing those services separately.

A design-build firm brings together design and construction professionals in a collaborative environment to complete both tasks at the same time.

Under the traditional method, separate contracts would have to be let for design and construction work, making it necessary to go through the long selection process for each project phase.

But this option is still available to the bases if that is a better fit for them, said Mr. Prazak.

He emphasized that “we’re not here to compete with the (U.S. Army Corps of Engineers). In fact, in the San Antonio area for BRAC (Base Realignment and Closure) we have a partnership with the Corps. The Corps will execute Air Force programming using the HERC.”

The San Antonio Joint Program Office, or JPMO, he said, is jointly manned by AFCEE and the Southwest District Corps of Engineers, and both agencies have assigned personnel to each other’s offices. □

March Air Reserve Base gets new visitor center

By Dario R. Beniquez
Capital Investment Execution Division

The Capital Investment Execution Division, Environmental Programs Branch, has completed construction of the \$1.5 million Visitors Center and Main Gate project at March Air Reserve Base, Calif.

It took 15 months to complete the facility, which will be used to process and screen base visitors. The facility replaces a trailer that was being used for that purpose.

The building is scheduled to begin operations on April 1, 2008.

The visitors center was moved to its new location to accommodate the new layout for March ARB entry control facilities, which includes construction of pavement and roadways leading from the front gate to the center and access to a truck-inspection area.

Also added to the contract was construction of a concrete curb and gutter, a vehicular gate with removable bollards and communication and electrical conduits.

“Cost savings by applying value engineering methodology proved crucial in identifying cost-effective alternatives during the plan-build phase of the project,” said Joe Oliva, AFCEE project manager for this project.

Thomas Correa, March onsite engineer, stated that, “Weekly meetings during the project life cycle helped resolve many issues or concerns that surfaced during the week.”

Innovative Technical Solutions, Inc., the AFCEE construction contractor, was a great help in quickly bringing up to speed the various subcontractors for the project.

CDM, the Title II contractor, was project inspector and an active participant in the timely completion. Modifications to the initial design were held to a minimum. Officials with Air Force Reserve Command, the sponsoring major command, said they were very pleased with the end-product.

Pamela Hann, March base civil engineer, said, “With this new facility in place, March ARB is now part of the security umbrella protecting our bases.”

Not only will the new Visitor Center make security easier to administer, it will also enable early morning traffic to move more quickly through the base’s morning rush.

AFCEE contracting officer Sally Pennington provided close watch on the project as the construction proceeded,

visiting the base for the final inspection and providing guidance to ensure a quality construction project was delivered to the U.S. Air Force.

As Mr. Oliva says, the key to a successful project is working as a TEAM (Together Everyone Achieves More). □

Mr. Beniquez is a project manager with the Capital Investment Execution Division.



Before and after construction photos of the new March Air Reserve Base, Calif., Visitors Center.

Senior leaders meet in San Antonio

The annual Senior Leaders Meeting, a gathering of all the top civil engineers from the Air Force major commands and field-operating agencies, was held in San Antonio in December.

The weeklong event was titled “Honoring Our Past, Transforming to Meet the Future II,” because it carried over last year’s theme.

Topics of discussion varied widely, from overseas deployment requirements to energy conservation on Air Force installations.

A recurring topic was transformation of the civil engineer field, which was addressed by Maj. Gen. Del Eulberg, the Air Force Civil Engineer.

In his presentation, the general said that “CE transformation is about people” stressing that there is a need to “maximize the talent of our 60,000 civil engineers, both military and civilian, and utilize them more efficiently.”

Air Force strategy is to reduce the active-duty ranks by 40,000 persons, or 11 percent. That equates to a loss of 1,700 members, or 10 percent of the CE workforce.

To offset this reduction, the general said the CE field has to transform itself to “gain efficiencies” by “improving organizational structures and business processes at all levels.”

Just doing more with less, he said, is unacceptable.

With the added challenge of the Global War on Terrorism, he said the task for the CE community is to “transform without compromising service” while also “taking care of our people.” □

The task for the CE community is to “transform without compromising service” while “taking care of our people.”

Maj. Gen. Del Eulberg
Air Force Civil Engineer



Civil engineers from throughout the Air Force pose for a photo during the 2007 Senior Leaders Meeting held in December in San Antonio. (Photo by Gil Dominguez)

Ribbon cutting marks beginning of housing project

By Jon Burleson *Air Pulse*
Offutt Air Force Base, Neb.

The act of cutting a ribbon to mark the opening of a new base housing area was made even more symbolic by the fact it was performed by 55th Wing Commander Brig. Gen Jim Jones and Lisa Roskens, chief executive officer of the Burlington Capital Group, parent company of America First Communities. The two of them slicing the ribbon with extra-large shears emphasized the teamwork inherent in the project.

The Department of the Air Force and America First Communities entered into a real estate privatization transaction on Sept. 15, 2005, with the goal of providing safe, quality and affordable housing for military families. On Nov. 2, Offutt and America First Communities announced the opening of the new Coffman Heights (formerly Wherry) Air Force housing area.

"This is a tremendous day for Offutt," said General Jones in a brief statement before the ribbon cutting. "It is a momentous occasion for everyone involved and shows the benefits of private industry partnering with the U.S. military."

The general told the crowd that he is a firm believer in the base housing system. He and his wife have always elected to live on base, even when other options were available. Their love of the military community is what compelled them to do so, he said. He mentioned also that, at times, the accommodations were out of style and legroom-challenged. He cited an example of a living room in which he could recline his chair and change the television channel with his foot.

He also mentioned that, in times past, he has heard the new generation of Airmen referred to as the "you owe me" generation. But, General Jones has a different interpretation of that moniker.

"We do owe them – for the sacrifices they make on a daily basis in this war," he said. "We owe them a lot."

The general informed those gathered that within the former Wherry housing area, America First Communities has completed demolition of 355 substandard units. In Coffman Heights, construction is currently underway for 70 new units (in addition to the existing 154 upgraded units) with construction expected to be completed by March 2008.



Brig. Gen Jim Jones, 55th Wing commander, and Lisa Roskens cut the ribbon to mark the opening of new base housing at Offutt Air Force Base, Neb. Ms. Roskens is chief executive officer of the Burlington Capital Group, parent company of America First Communities, which build the houses.

"America First Communities set the standard," General Jones said. "People now look to Offutt for a successful example of privatization and partnership between the military and a private company."

Ms. Roskens thanked the general and local political leaders in attendance for their support in making the project of success. Present were Nebraska 2nd District Rep. Lee Terry; Nebraska District 45 State Senator Abbie Cornett; and Bellevue Mayor Ed Babbitt.

"The progress to date on this initiative has been extremely positive, and we are grateful to our partners, the Air Force, the 55th Wing and our friends in the political community for their continued support," said Ms. Roskens. "Working together we can make the lives of our service members better. They are a most remarkable group of people."

The Offutt housing privatization project is scheduled for completion in 2011. As part of the project, the Air Force turned over 2,600 existing homes to AFC; the largest conveyance of military family housing units for any Air Force single base privatization.

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Base housing privatization creates mountain of opportunity

By Becky Hurley
Colorado State Business Journal

The Pikes Peak region stands to benefit from more than just getting \$254 million in new military housing construction and nearly \$350 million in ongoing investment at Peterson and Schriever Air Force bases during the next 50 years.

The windfall comes as a result of a congressionally-approved military housing privatization agreement between Actus Lend Lease, a Nashville, Tenn.-based firm, and the Air Force. The partnership has established Tierra Vista Communities, a regional project company, to handle all aspects of construction and property management for new and existing base housing.

The historic agreement comes at a good time.

Local business owners, weary of waiting for the promised swell of 5,000 to 10,000 new Army troops coming from Fort Hood, Texas, to Fort Carson by 2009, are eager for fuel to support the area's economic engine.

The majority of work at Peterson and Schriever will be supervised by two subcontractors: the Winn Management Co., a Boston firm that specializes in military community property management, and general contractor Actus Design/Build of Nashville.

Work at Schriever will begin next spring and is expected to last until 2010. Greenfield construction at Peterson could begin before yearend, with demolition on the base's first round of older homes scheduled for spring. The entire project is expected to be finished by 2013.

The Tierra Vista Communities program will deliver 620 single-family and duplex residences at Peterson and 242 new homes on Schriever. The company will provide also property management services to residents renting existing homes.

Jim Mullen, former Colorado Springs city manager and the partnership's project director, said there's plenty of room for local companies to earn a piece of the privatization pie.

Much like running a small city, the housing project will require hundreds of skilled tradesmen and service providers.

In addition to construction-related companies, dozens of small service providers will be needed to handle property management issues, said Vicki Sharp, director of property management for Tierra Vista Communities.

"We'll need everything you typically need for multifamily property management," she said. "That means carpet installers, carpet cleaning, window and door suppliers, blinds companies, landscapers, appliance repair companies, electricians and plumbers. And we'll need two to three companies in each category for back up."

But before that happens, some education might be necessary.

Brian Binn, president of the Military Affairs Council at the Colorado Springs Chamber of Commerce, said that many small companies don't realize that the Peterson and Schriever projects do not require registration as a certified government contractor.

"This is really a great opportunity for local business because, unlike traditional military contracts, Actus has set up a business-to-business model in Tierra Vista," he said. "Local business owners will deal directly with them rather than with the government. As a result, the whole process is more vendor-friendly."

Embassy Lawn and Landscaping was working at Peterson prior to the kick-off of privatization in September, attending to lawns and common areas.

Jason Sheldon, contract manager for the landscaper, said his company had to reapply as a subcontractor when the privatization contract was announced.

"We'd done work for the military at Peterson since 1996," he said. "The new agreement with Tierra Vista actually calls for more work than what we'd been hired to do for the military. We've added lawn and landscaping for all 493 homes instead of just the general officers quarters. And we've added snow removal for all hard surfaces, not just the GOQ (general officer quarters) sidewalks and driveways."

The company's work force is now 25 percent larger year-round.

Murphy Constructors of Colorado Springs has been hired to remodel a former base exchange building, which will become a welcome center and headquarters for the TVC leasing and property management office.

"It's not a big job for us, but we haven't done a lot of military work in the past," said company owner Kevin Murphy. "Hopefully it's a good way to get our foot in the door." □

This article is reprinted here with permission from the author and the Colorado State Journal of Business.

Developer pays for fire and police services

By Lois Buckley

The fire and police protection that tenants in privatized housing on base receive come courtesy of the developer who reimburses the Air Force for those services.

The initial amount that developers pay is included in the project's closing legal documents; it covers the period from date of closing through the first year of operations.

Generally, a resource advisor in the organizations that provide the service or materials – such as the civil engineering unit or Security Forces – prepares the billing document and submits it to the installation Accounting Liaison Office.

The amount developers reimburse the installation is determined using a standard methodology provided and approved by the Air Force Civil Engineer.

Payments are made through Remittance Express, the electronic payment program used by the Defense Accounting and Finance Service Denver.

An installation asset manager, serving as a liaison, works with all the people involved in the process – from the organizations that provide the services to property management personnel – to set up a billing system for preparing and submitting bills, tracking developer payments and making sure service costs are updated annually.

For more information about this process go to the Fact Sheet for Fire and Police Reimbursement for On-Base Privatized Housing Projects posted in the Air Force Portfolio Asset Control & Evaluation System (AFPACES).

This information will soon be available as well on the AFCEE Website. □

Ms Buckley is an AFCEE financial manager with the Housing Privatization Program Management Office.

Change, achievement mark 2007

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storms, such as happened during Hurricane Katrina.

In another joint project, AFCEE worked with the Army and Air Force Exchange Service to design and construct a shoppette store and gas station at Vandenberg Air Force Base, Calif.

Construction of privatized military family housing took off dramatically, too. To date AFCEE has managed \$252 million in construction of 13,811 new units and renovation of another 6,969. Housing construction is currently taking place at 19 bases.

One of the largest housing restoration projects was completed at F. E. Warren Air Force Base, Wyo., where more than 150 military housing units in 86 buildings were refurbished within budget and four months ahead of schedule. Housing units dating back to 1867 were carefully restored in this \$27-million project.

To assist the people at the base level involved with privatized housing AFCEE developed and launched the first Asset Management Course, a three-day pilot class designed to help family housing managers perform their duties under the housing privatization program.

In other restoration work, AFCEE completed a \$1.8 million project at the Hickam Air Force Base, Hawaii, golf course and cleaned up a World War II era dumpsite near Andersen Air Force Base, Guam.

Center people enjoyed recognition for their achievements in 2007.

AFCEE chemists, Dr. William Batschelet, received the Bronze Medal Award presented by the U. S. Environmental Protection Agency's Office of Solid Waste and Emergency Response for his work with the Intergovernmental Data Quality Task Force, a group that developed a consistent technical approach to data quality.

Two other chemists, Dr. Javier Santillan and Ed Brown, were honored by the Interstate Technology and Regulatory Council for their contributions to the remedial process optimization program, which is an effort to improve the effectiveness of remediation systems and reduce overall cleanup costs.

Not all those recognized by other agencies were chemists. Environmental scientist Erica Becvar and toxicologist Dr. Doris Anders received a Department of Defense award for their contributions to the DOD Perchlorate Working Group.

In the engineering field, Suzanne Bilbrey was named the National Society of Professional Engineer's 2007 Federal Engineer of the Year and was the runner-up in the civilian category of the Maj. Gen. William D. Gilbert Award, Air Force Civil Engineer Awards.

All in all, 2007 was a very successful and eventful year for AFCEE. □

Baghdad Tips Center helps finger terrorists

Reports from Iraq indicate that there has been a decrease in the number of attacks against both civilians and military targets.

Observers attribute the decline to the recent surge in U.S. military forces and the growing cooperation of Iraqi civilians who are tired of having terrorists in the midst.

In Baghdad, citizens now can anonymously and safely report suspicious activity by making a call to the recently completed Tips Center, a \$2.9 million facility built under an AFCEE contract.

Located next door to the Ministry of the Interior, the center is operated around the clock by the Iraqi military and headed by an Iraqi Army brigadier general.



Jawad Al-Bulani, Iraq's interior minister, is surrounded by news cameras and security personnel as he cuts the ribbon on the newly constructed Tips Center in Baghdad. Citizens can anonymously call the center, which operates around the clock, to report suspected terrorist activity.



The striking exterior of the new Tips Center in Baghdad. The \$2.9 million facility was constructed under an AFCEE contract.

The two-story building has an open floor plan with 40 cubicle workstations as well as office space, break and prayer rooms and living quarters furnished with bunk beds. Most of the staff members sleep in the building because it's dangerous for them to travel in and out of the Ministry of the Interior area.

The facility measures 924 square meters or close to 10,000 square feet.

It was completed in eight months, coming in on schedule and under budget, said AFCEE officials.

Craig Mayo of AFCEE's Capital Investment Execution Division, was the project's contracting officer representative.

AFCEE contractors Lakeshore Engineering Services, Inc., and TetraTech partnered on the project.

They hired Amjaad Al Sharq, a company owned by an Iraqi woman named Sodad Atta, as the subcontractor.

"It was one of the high visibility projects that were going on in Iraq at the time," said Stephen Escude, Lakeshore's director of Iraq and Afghanistan operations. "It was so important to the Iraqi people that this facility be built and up and running as quickly as possible. The violence in Iraq has dropped in the last three months, and this is going to play a huge role."

The project attracted so much attention that its ribbon-cutting ceremony was attended by Iraq's minister of the interior and senior-level Coalition officials.

"Most major news media were also there," said Mr. Escude. "Completion of this project was a very big deal for both Iraqis and the Coalition forces. They have been able to stop hundreds of IED (improvised explosive device) attacks and arrested scores of terrorists because of the Tips Center calls coming in from citizens."

Also, "officials said it was one of the best-looking facilities in Iraq," Mr. Escude added.

To be sure people get the message, Coalition forces put up \$1 million for billboards along the highways that advertise the call-in number, he said. ▣

AFCEE people in Iraq and Afghanistan

(below) Project manager Neyda Gutierrez, Capital Investment Execution Division, has to don protective battle gear while working in an office in Iraq after the warning is sounded of incoming insurgent fire.



(left) It's not all work in Iraq as Capt. Javier Velazquez gets some going-away gifts from Suzanne Bilbrey and other AFCEE people working there as he gets ready to return to the United States after six months in country.



(above) Margaret Harris, project manager and contracting officer representative with the Capital Investment Execution Division, discusses police station repairs with Iraqi officials. The police station is part of point-of-entry facilities on the Iran-Iraq border.



(above) Maj. Bruce Jones of the Capital Execution Investment Division, speaks with a local contractor "outside the wire" at Bagram airfield in Afghanistan. The major served as the base's chief of engineering responsible for base operations and maintenance. Twelve officers assigned to AFCEE have served in the Southwest Asia region to date. Capts. Kevin Szymanski and Brian Hughes are currently in the area.

AWARDS HONOR ENVIRONMENTAL EFFORTS

The Air Force recently announced the winners of the 2007 General Thomas D. White Environmental Awards.

The categories, recipients and their major commands are:

Environmental Quality Award (Non-Industrial):

Columbus Air Force Base, Miss., (Air Education and Training Command);

Environmental Quality Award (Reserve Component including Air National Guard): 153 Airlift Wing, Cheyenne, Wyo., (ANG)

Restoration Award (All Installations): Seymour Johnson Air Force Base, N.C. (Air Combat Command); and

Honorable Mention (Outstanding Public Outreach Program): Columbus Air Force Base, Miss. (AETC).

Also:

Pollution Prevention Award (Industrial): Robins Air Force Base, Ga. (Air Force Materiel Command);

Natural Resources Conservation Award (Small Base): Hurlburt Field, Fla. (Air Force Special Operations Command);

Cultural Resources Management Award (All Installations): Elmendorf Air Force Base, Alaska (Pacific Air Forces Command);

Environmental Quality (Individual/Team): Environmental Engineering Team, Hill Air Force Base, Utah (AFMC);

Restoration Award (Individual/Team): 45 CES/CEV, Patrick Air Force Base, Fla. (Air Force Space Command);

Pollution Prevention Acquisition (Individual/Team): Environmental Management Subcommittee, Fairchild Air Force Base, Wash. (Air Mobility Command); and

Natural Resources Conservation Award (Individual/Team): 45 CES/CEV Patrick Air Force Base (AFSPC).

A Pentagon awards ceremony and reception to recognize all Air Force award winners is planned in summer 2008 but the exact date will be announced later.

Air Force officials: The awards honor the recipients' "outstanding contributions to the Air Force and showcase our continuous commitment to compliance while enhancing the mission capabilities."

All Air Force award winners (with the exception of the Reserve component award) go forward as the Air Force nominees for the Secretary of Defense Environmental Awards.

The Reserve component does not have corresponding Secretary of Defense Environmental Award category; consequently, they cannot be forwarded for further consideration.

Senior Air Force officials said the awards honor the recipients' "outstanding contributions to the Air Force and showcase our continuous commitment to compliance while enhancing the mission capabilities." □

*Ribbon cutting marks beginning of housing project
(Continued from page 9)*

The company, will demolish 1,874 existing homes, construct 914 new homes and renovate 484 existing homes. This effort will result in 1,640 high-quality homes targeted for active duty military and their families.

After the ceremony Ms. Roskens said AFC is mentoring other bases on privatization. She said many Air Force bases are struggling with the aspect of turning houses over to private companies and look to Offutt as the standard for success.

The National Defense Authorization Act for Fiscal Year 1996 provides a series of authorities that allow the military

services to enter into long-term agreements with private industry to design, finance, construct, own, operate, maintain and professionally manage privatized military housing.

Under privatization, the service member signs a lease for a home and makes monthly rent payments using his or her Basic Allowance for Housing, which covers rent, utilities and renter's insurance. □

This article, which originally appeared in Air Pulse, the Offutt newspaper, is reprinted here with permission from the base's 55th Wing Public Affairs Office.

PROJECT MANAGER RETURNS TO DISTANCE RUNNING

Ben Kindt of the Capital Investment Execution Division had never run farther than 10 kilometers (6.2 miles) before he came to AFCEE in 1996, assigned here as an active-duty Air Force captain.

"Back then, to stay in shape I developed a routine where I would run every day at lunchtime," he said. "A group of AFCEE military and civilian staff members joined with me to get interested in longer distance running, and I completed my first San Antonio Marathon in 1997."

Mr. Kindt, a runner since his college days, said he ran the marathon again in 1998, mainly "to prove to myself that it wasn't a fluke. Since then I continued to run, but never really

"After running for an hour, solutions suddenly become apparent to problems that seemed insurmountable before the run."

pushed myself beyond running half marathons."

The 2007 San Antonio event, held November 11 – Veterans Day – was his return to marathon running.

"It took me approximately six months of training to get ready for the race," said Mr. Kindt.

The San Antonio Marathon's 26.2-mile course begins in front of the Alamo and winds its way through the downtown area, past familiar landmarks, such as Hemisfair Park and the Tower of the Americas, and continues south to the historic missions before looping back to the finish line at the Alamodome.

Mr. Kindt posted a time of four hours, ten minutes and 16.1 seconds. He was satisfied enough with his performance to continue with marathon running and plans to enter another event in the spring.

"I find running to be a great way to decompress after a hard day in the office," he said. "After running for an hour, solutions suddenly become apparent to problems that seemed insurmountable before the run." □



Ben Kindt runs in the San Antonio Marathon.

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Capt. Javier Velazquez of AFCEE is shown on former Iraqi dictator Saddam Hussein's Cross Swords parade grounds. The captain spent six months in Iraq supporting AFCEE reconstruction work. Both military and civilian personnel have served and continue to serve in the Southwest Asia region. **See more pictures on page 13.**